



INNOVATIVE WORK BEHAVIOR AND INFLUENCING FACTORS

Satria Efandi¹⁾, Muhammad Nur Syuhada²⁾

¹Magister Psikologi Profesi, Ahmad Dahlan University, Yogyakarta
email: satriaefandi@gmail.com

²Magister Psikologi Profesi, Ahmad Dahlan University, Yogyakarta
email: mnursyuhada90@gmail.com

Abstract

Innovation serves as capital in the face of business competition, and innovation must be realized in the form of real action, namely in the form of innovative work behavior. Innovative work behavior plays a major role in increasing productivity and profit for a company or organization because of its originality. This article discusses innovative work behavior, dimensions and stages of innovative work behavior, and factors that influence innovative work behavior. The method used is literature review from 33 journals on innovative work behavior. The findings are that innovative work behavior is the behavior of creating new things for the benefit of the organization which consists of exploration, generation, fighting for and implementing ideas that are influenced by internal factors of employees and external factors in the form of environment and work situations.

Keywords : *Innovative work behavior, work situation*

INTRODUCTION

Employee innovative work behavior is very important for many organizations to be able to compete and get unique benefits (de Jong & den Hartog, 2010). Innovative work behavior emerges as an important context because of the demand to create maximum productivity and results for the company or organization. In carrying out operational activities, efforts are made to emphasize the parties involved in competing with competitors in order to adapt to the global business scope through the application of innovation (Abdulatif, et al, 2016). Therefore, to be able to realize the ideals of a company requires innovation from all available human resources (Windiarsih & Etikarena, 2017).

Innovation has a close relationship with

individual employee involvement, because the different innovation phases and activities in it require action from employees in the form of work behavior oriented to the emergence of new useful things. Innovative work behavior appears as an innovation carried out at the individual level (Rulevi & Parahyanti, 2016; Niesen, et al, 2018). Innovative work behavior can be applied in various types of organizations and companies engaged in various business processes (Windiarsih & Etikarena, 2017; Rulevy & Parahyanti, 2016). With innovative work behavior, employees will be able to provide optimal work results, so that the organization can win the competition (Amalia & Wulansari, 2017). Previous research on innovative work behavior has only explained a little about the factors that influence this behavior and the review behind it, so that this article will discuss





thoroughly the factors that influence a person's innovative work behavior. Specifically, this article will discuss the concept of innovative work behavior, dimensions of innovative work behavior, and factors that influence innovative work behavior. This article broadly aims to reveal what is meant by innovative work behavior in a company or organizational environment and the dimensions and stages that include it, including factors that have the potential to contribute to innovative work behavior.

RESEARCH METHOD

The author uses keywords in the form of "innovation" and "innovative work behavior" in browsing scientific journals and articles through sites that do publications such as Google Scholar, ScienceDirect, Garuda Portal, and Digilib. The selection of journals is carried out based on keywords as the main theme. In the early stages, 112 scientific journals in English and Bahasa were found. After checking the titles, 37 journals in English and Bahasa did not match the themes discussed. After that, a search was carried out on the contents of the abstract and found 25 irrelevant journals in English and Bahasa. Then the authors conducted a brief content analysis of the remaining 50 English-language journals and Indonesian-language journals. The author then found 17 in both English and Bahasa language journals whose discussion was incomplete, so that in the final stage the authors re-selecting and found 33 journals that were suitable for literature review on innovative work behavior

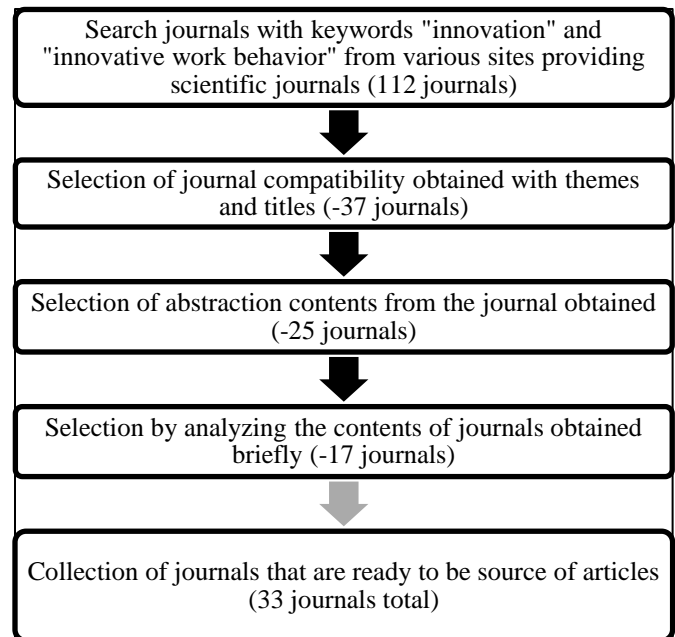


Fig. 1 Flowchart of collection and selection of materials for literature studies

RESULT AND DISCUSSION

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Based on the review process of the 33 articles obtained, there are 4 main themes that can be used to discuss innovative work behavior in this article, namely on the definition of innovative work behavior, dimensions and stages of forming innovative work behavior, affective factors of innovative work behavior and the implementation technology for innovation at work.

1. Concepts and definitions of innovative work behavior

The concept of innovative work behavior was popularized by De Jong and Hartog (2010) and





Jensen (2000). They reveal that innovative work behavior is a process of creating, introducing and implementing new ideas in the context of work, groups or organizations with the aim of benefiting individual, group or organizational performance (Ramamoorthy, et al, 2005; de Jong & den Hartog, 2010) The new idea in question can be in the form of an amalgamation of previous ideas, a plan to meet current challenges, or a special approach that is perceived by the individuals involved in it (Windiarasih & Etikarena, 2017). The benefits obtained are in the form of organizational benefits by displaying more optimal performance. In addition, there are psychological and social benefits by employees as individuals or employees as work groups, such as conformity between perceptions of work demands and employees' resources, increasing job satisfaction and making interpersonal communication better (Windiarasih & Etikarena, 2017). Innovative work behavior can also be understood as the behavior of individuals or organizational members who introduce their ideas to a group or organization where they work (Aditya & Ardana, 2016; Chatchawan, Trichandhara, & Rinthaisong, 2017). Innovative work behavior can be said to be good when individuals have searched for good work methods, get approval from superiors and colleagues for innovative ideas, and have tried to turn new ideas into programs that can be run well (Aditya & Ardana, 2016) . Innovative work behavior is also able to stimulate work commitment, which is an attitude that shows personal encouragement and commitment to innovative ideas and the emergence of full awareness to implement these ideas into real work practices with novelty (Sulistiyani & Azizah, 2017).

2. *Dimensions and stages of innovative work behavior*

Innovative work behavior consists of four related dimensions, namely, exploration, generation, fighting for and implementing ideas. The exploration dimension is knowing and understanding the scope of work and potential problems faced and those that might occur. The dimension of generation is a high awareness of the quality of work and creatively seeks solution action. The dimension of fighting is to build cooperation and joint commitment to realize the proposed innovative improvements in the group work process. The implementation dimension is carried out by applying the proposed improvements in work (de Jong & den Hartog, 2010).

The three stages of innovative work behavior are idea generation, idea promotion, and idea realization. Idea generation refers to the generation of new and workable ideas that lead to the discovery of different differences and problems in the organization and the plans and solutions available to solve those problems. Furthermore, idea promotion refers to efforts on the part of employees to promote their ideas and seek support from peers and organizations. A large amount of positive energy is required at this stage of innovative work behavior, as getting support from colleagues is essential for the implementation of these ideas. Finally, idea realization refers to the practical implantation and simulation of ideas that are developed and promoted (Akram, Haider & Feng, 2017)

3. *Factors that affect the innovative work behavior*

The high or low level of innovative work





behavior can be influenced by two factors, namely internal and external. The aspects covered by internal factors are cognitive abilities, personality, motivation, knowledge, behavior, emotions and moods, developmental factors. Then the aspect that is covered by external factors in the form of the work environment, namely organizational ambidexterity, which is the exploration and exploitation carried out by companies (Windiardsih & Etikarena, 2017). Next there is the influence of resources that come from the social sphere such as the characteristics of colleagues, characteristics of leaders, feedback, social networks. This condition of the social sphere provides a supportive influence on the growth and development of innovative mindsets of employees (Aditya & Ardana, 2016). Furthermore, there is the influence of job design such as job characteristics, job demands, and the physical environment. The better the job design available for employees can optimize the quality of their work, the higher the possibility of employees being able to provide innovation in it (Leong & Rasli, 2014). Then there is also the influence of resources originating from the scope of the organization such as organizational structure and size, organizational climate and culture, resource allocation, incentives and rewards and psychological contracts which also contribute to motivating individuals to be able to innovate (Windiardsih & Etikarena, 2017).

Apart from these factors, there are other internal factors that influence employee innovative work behavior including demographic conditions such as gender and education level of employees (Leong & Rasli, 2014, Ihsani & Syuhada, 2020), and psychological aspects such as self-efficacy, which is the employee's belief to succeed in

success. work (Aditya & Ardana, 2016; Rulevy & Parahyanti, 2016). Employees can also make the expectations raised on the performance given to the company (Soebandi, 2012). These expectations can be a reason for employees regarding how important the innovation they have to create and the benefits they might get from these innovations financially and non-financially within a certain period of time (Leofanti, et al, 2015). On the other hand, there are personality factors that influence employees' desire to innovate. The personality in question is the personality of employees who are proactive in doing effective and efficient work to improve work results (Windiardsih & Etikarena, 2017). The ability to work innovatively can also be created through employee initiatives to add and seek new knowledge in developing work skills (Sulistiyan & Azizah, 2017; Chatchawan, Trichandhara, & Rinthaisong, 2017). This is supported by the sense of independence and freedom of employees in doing work and a sense of attachment to the work environment psychologically (Ramamoorthy, et al, 2005), as well as the justice felt by employees in the organization both distributively, procedurally, interactional, temporal and spatial , Haider & Feng, 2017).

Meanwhile, other external factors that influence the emergence and development of innovative work behavior include a positive organizational climate felt by employees and transformational leadership types (Aditya & Ardana, 2016; Chatchawan, Trichandhara, & Rinthaisong, 2017). The leader can have the influence to determine whether the work done in a team requires a certain form of innovation. Furthermore, the atmosphere of spiritual





meaningfulness in the work environment also has an effect in which it offers calming conditions to stimulate individuals to think better so that innovation is possible (Sulistiyan & Azizah, 2017). To build innovative employee behavior more effectively, organizations need to empower employees to be more productive and bridge the conformity between the values that exist in the work environment and the values held by employees (Amalia & Wulansari, 2017). In addition, organizations also need to understand the magnitude of the performance of the roles that employees have in the work environment (Leong & Rasli, 2014) and provide other support in the form of supervision and appreciation from the organization for employees (Chatchawan, Trichandhara, & Rinthaisong, 2017; Abdullatif, Johari & Adnan, 2016). The support provided can be in the form of an incentive motivation system such as payroll or an increase in the quality of the corporate culture where employees work (Abdullatif, Johari & Adnan, 2016), as well as the suitability of environment and work with the personal characteristics of workers (Afsar, Badir & Khan, 2015).

The similarities obtained from related journals that are collected to compile an understanding of innovative work behavior are in terms of the main theory which is used as a framework of thought and the characteristics of the subject or research sample used. The similarity of the theoretical construct used in explaining innovative behavior is by referring mostly to the theory put forward by de Jong & Hartog and Jensen where innovative work behavior is interpreted as an activity to produce something new to create benefits for the parties involved, then

from the dimensions used in describes the form of behavior, namely from the formation of ideas to its beneficial implementation (Windiarsih & Etikarena, 2017; Soebandi, 2012; Rulevy & Parahyanti, 2016; Leofanti, et al, 2015; Sulistiyan & Azizah, 2017; Amalia & Wulansari, 2017). Whereas for respondents and research samples, the characteristics determined are individuals who have the status of employees, both within companies and organizations.

Meanwhile, the differences found in the journals compiled are in terms of aspects that influence innovative work behavior. The differences found related to the influencing factors were on the internal and external aspects. Internal aspects that influence employee's innovative work behavior are dominated by personality and psychological traits and external aspects that are dominant in influencing innovative work behavior are the conditions of the work environment.

4. Innovative Behavior in Technology Development in the Work Environment

The innovative behavior applied by human resources in various organizational and corporate contexts has undergone significant changes. Changes occur due to demands from the movement patterns of business models and increasingly dynamic ways of working entering the era of the industrial revolution 4.0 (Asbari, Santoso & Purwanto, 2019). In the current development of the business world, the form of innovation development needed is the ability to integrate and synergize advances in information technology into various lines in business processes (Zubaidah, 2018; Yaghmaei, Porcari, Mantovani & Flipse, 2019). Innovation is directed to be able to create something of high value and original and





can be used practically (Binz & Truffer, 2017). Something that is considered practical in the context of work in the current era of technological development is a form of efficiency that is oriented towards the use of the latest digital media to produce new works or work (Serval, 2018; Ardolino, Rappacini, Saccani & Gaiardelli, 2018). The following are some examples of forms of performance innovation that can be identified as a result of developments in information technology:

a. *Electronic marketing*

Recent breakthroughs in the world of marketing have undergone several changes in their approach to getting the interest of consumers or potential consumers. A significant impact of technological developments in marketing is the use of social media that can be accessed by electronic devices for each individual to exchange information with various methods (Karinda, Mananeke & Roring, 2018). This opportunity has been widely exploited by various corporations and organizations to develop strategies for delivering and offering their products or services to their target customers with a more modern approach (Kosasi, 2017). Therefore innovation is needed in this new marketing strategy to encourage the emergence of distinctive methods and themes that are increasingly able to give a distinct impression to customers to glance at the products and services offered (Fikri, 2017).

b. *Developing and designing product / service designs*

Determining the design of the product that will be created to meet customer needs requires creativity in the manufacturing process. The easier it is to use technology, the more it will make a big contribution in finding sources of inspiration in

creating new product concepts (Aksoy, 2017). Sources of information that are more easily accessible from various platforms make companies able to think about the form of their product design in a more varied way, thus allowing the emergence of new ideas for the products offered as a result of processing an increasingly diverse source of information (Matsumoto, Matsui, Fukushige & Kondoh, 2017). In addition, the use of information technology also helps companies to better adapt their product designs to a form that is closest to the condition of their consumers in the latest situation (Jajja, Kannan, Brah & Hassan, 2017). In other words, the innovation carried out will be continuous and dynamic.

c. *Quality Control System*

The quality control process is one of the keys to organizational success. Quality control is not only carried out routinely, but must be carried out in a detailed and systematic manner. The application of innovation with the use of technology in quality control activities is able to provide an easy side to ensure that the resulting performance is in accordance with the predetermined targets (Schniederjans, 2018). The intended innovation is the application of quality control methods using a computerized system so that performance and product quality assessments can be measured more accurately and objectively (Li, Zhao, Zhang, Chen & Chao, 2018). Furthermore, innovation for the application of information technology into the quality control process is also able to help leaders make decisions more easily in improving the quality of the next work (Bourke & Roper, 2017).

d. *Managerial System and Knowledge-Sharing*

The application of information technology





can also be allocated to leadership activities in organizations. Leaders are actually required to be able to determine the right strategy in order to be able to manage their subordinates so that they can work more productively and empower their subordinates to work as expected by the organization's vision and mission (Samuel, Siagian & Oktavia, 2017). Leaders must also be able to innovate or assist in providing a work climate that is able to stimulate their subordinates to work innovatively. So far, the form of facilities that provide a place for leaders to encourage and develop employees only conventionally tends to take a lot of time and a complicated process, but with the application of practical technology it can help the empowerment and development process of employees to be more efficient. Leaders can monitor every activity and performance of their subordinates automatically using existing technology where supervision can be carried out anytime and anywhere (Nardo, Evanita & Syahrizal, 2018). In addition, leaders can take advantage of more sophisticated information exchange technology to provide various information needed by their employees to develop, and leaders can learn more varied leadership styles through information sources available in electronic media. Not only leaders, fellow employees can also take advantage of currently developing information technology to establish relationships with other employees in order to exchange knowledge and skills or just to build broader relationships without having to waste time and effort practically (Saputro, 2020;). These adjustments are believed and have been proven in the field to be able to encourage the emergence of performance reforms that were previously

unthinkable and give added value to the quality of work.

CONCLUSION

Based on the results and discussions that have been stated, it can be concluded that innovative work behavior is someone's behavior in bringing up new things in work settings. This behavior includes exploration, generation, fighting for and implementing ideas. The factors that influence innovative work behavior are internal aspects that come from employees and external aspects that come from conditions and situations that exist around the scope of work of employees.

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